

Albanian Local Capacity Development Foundation

Monitoring and Evaluation Manual

November 2, 2010

Introduction and Background

The purpose of this paper is to support the careful and precise development of monitoring and evaluation methods and their integration into an LCDF initiative. The value of well considered and skillful M&E methods are numerous. Three general values are:

- M&E methods provide an evidence-based understanding of a situation or process.
- M&E qualifies the relationship between the understanding of the current “what is” situation, interventions that are intended to create/catalyze change processes and the extent these interventions and change processes are relevant in influencing or defining a future situation or process.
- Skillful M&E methods are useful tools for informing ongoing management decision-making.

Clarifying the M & E Logic

Monitoring, evaluation, and learning processes will be foundational elements in all aspects of the Partnerships for Innovation (P4I) Fund and Capacity Building Brokering Facility. For the P4I Fund, each discrete investment step will have transparent monitoring and evaluation procedures.

Monitoring and evaluation will improve performance and achieve results. More precisely, the overall purpose of monitoring and evaluation is the measurement and assessment of progress towards results in order to more effectively manage the outcomes and outputs known as development results.

Purposes and Definitions

The information gained through monitoring and evaluation will be used from managers to improve strategies, programmes and other activities.

The main objectives of today’s results-oriented monitoring and evaluation will be:

- Enhance organizational and development learning;
- Ensure informed decision-making;
- Support substantive accountability and ALCDF repositioning;
- Build country capacity in each of the areas (agriculture, forestry, tourism and governance), and in monitoring and evaluating functions in general.

Planning for monitoring

Discussions about how and when to monitor the progress of ALCDF activities will take place early on and continue at regular intervals. Planning for monitoring generally will take place at the design stage, the programme/P4I division design stage and yearly thereafter. The plan for monitoring will focus

on projects (applications) and programmes as well as the resulting development changes (outcomes).

When new projects and activities will be developed or initiated, plans for their monitoring and evaluation will be drawn up. These plans will be designed to fit into the framework for monitoring and evaluation of each donor/funder.

When planning monitoring to assess progress towards outcomes (outcome monitoring), the following steps will be followed:

1. Assess needs: This will be done by assessing the nature of the outcome and/or the facility divisions that are expected to contribute to outcome. What information is needed to assess that outcome? What elements are most important to keep track of? What would indicate progress or success?

2. Review monitoring scope or tools: Is there a specific monitoring scope or tools to suit the projects? For example, large or complex applications / projects will require more details about implementation, downstream applications will require additional participation by beneficiaries (end-users), and innovative pilot projects may generate specific lessons learned that should be captured through monitoring.

3. Adapt and/or design monitoring mechanisms: The mechanisms used should provide sufficient analysis on outcomes and close the gap, if any, between the available and the required information. For example, if steering mechanisms (QAG, ALCDF, applicants) are being used to monitor, we will make sure to include partners working in the same outcome area. Or, if an outcome involves a large number of partners, add tools such as stakeholder meetings.

Monitoring

As stated above, when a project will start and the service delivery to the applicant will start, we will need to develop a process or work schedule for the many activities that won't be found on the work plan or task list for the project (proposal of the service provider selected). Monitoring progress on the project is one such task.

ALCDF through the QAG and FM must compare the time, cost and performance of the capacity services delivered (project) to the *budget*, *schedule* and the *tasks* defined in the approved project plan. This must be done in an integrated manner at regular intervals, not in a haphazard, arbitrary way. Any significant departures from the budget and the schedule must be reported immediately, because these anomalies affect the viability and the success of the entire project.

This will lead to adapting the project schedule, budget and/or work plan as necessary to keep the project on track. The project progress and changes must be documented and communicated to the team members in a

consistent, reliable and appropriate manner for each level of the project team.

ALCDF will monitor:

- Status of work being performed compared to the plan
- Volume of work being completed
- Quality of work being completed
- Costs and expenditures compared to the plan
- Attitudes of people working on the project and others who are involved with the project, including customers and management
- Cohesiveness and co-operation of team members

Monitoring will:

- Communicate project status and changes to other project team members
- Inform management (and clients or customers) about the status of the project
- Provide the justification for making project adjustments
- Document current plans compared to the original project plan

This will be done in Formal and Informal ways through:

Formal:

- Reports – Status reports must be completed by all monitoring team members so that progress and problems can be identified easily and early. A standardised form at regular, predetermined intervals can be used.
- Project review meetings – Periodic meeting of key team members, not just managers and supervisors to get together to resolve issues. Frequency will depend on size and nature of project and problems experienced.
- Audits – Usually performed on yearly basis who review progress, costs and current plans and this will be done for the organization as a whole.

Informal:

- General conversations with the team
- Ongoing interaction with stakeholders
- Observations

Monitoring Tools and Mechanisms

A variety of formal and informal monitoring tools and mechanisms will become available for use by ALCDF, including field visits, annual project reports, stakeholder meetings, annual reviews.

Reporting and analysis	Validation	Participation
Mid term and Annual reports for P4I Progress and/or quarterly reports Work plans Project/service delivery reports and combined delivery reports Substantive project documentation	Field visits Spot-check visits External assessments/ monitoring Client surveys Evaluations	Stakeholder meetings Focus group meetings Annual review

ALCDF will use tools and mechanisms such as the four key examples described below:

Field visits:

Field visits will be frequently used as a monitoring mechanism. Consideration should be given to the timing of the visit, its purpose in terms of monitoring, and what to look for in order to measure progress. A representative from ALCDF should visit each project. Field visits may be undertaken by the Fund Manager and a representative from Quality Assurance Group.

Mid term and Annual Reports for P4I:

The mid term (after the application round is closed) and annual P4I report (AP4IR) will serve as the basis for assessing the performance of ALCDF division and projects supported in its framework in terms of their contributions to intended outcomes through outputs and partnership work.

Stakeholder meetings:

Another important way of monitoring is the use of coordination mechanisms that bring together partners (committees (CAC, QAG, ALCDF team, service providers, applicants etc.) for discussion and analysis. ALCDF needs to set up mechanisms that involve partners and allow for periodic discussion and analysis around outcomes. Such groups will focus on the monitoring of outcomes and the contribution of outputs to outcomes; they will not address general information exchange or project details.

Annual Review:

The annual review (AR) of ALCDF that will connect reporting, feedback, evaluation and learning to assess performance.

Indicators: (as taken from the business plan)

Impact	Indicators
Increased access to basic services, and to income and employment opportunities.	At least 300 investments have been made in three years, which has benefited 1000 rural households and capacity service providers resulting in increased income & employment opportunities and substantial multiplier effects on the local and regional economy.
Outcomes	
Development of the capacity development services market	<ul style="list-style-type: none"> • Increased size of the CD services market in terms of number of services providers and/or diversity & volume of funding available to them (network centralities) • Range of CD services available to, known by local actors (network density) • Positive policy changes (national and international) concerning CD services market
Development of a financially self-sustainable Local Capacity Facility	<ul style="list-style-type: none"> • Provision of cost-effective brokering services results in the CD market increasing its reach and effectiveness. • Payment of the Facility's services are indicative of their value. • The utilisation of tools for market interaction and the development of best business practices
Outputs:	
1. To create opportunities for local individual and organisations to express demand for poverty related capacity development services	<ul style="list-style-type: none"> • number and geographical spread of requests for CD services • improved range of demand • improved access to a range of providers • number of CD requests funded
2. To enhance the outreach and the quality of local service providers	<ul style="list-style-type: none"> • % of end users satisfied with CD services increased from x to y • Network densities • Range of CD products and services broadened
3. To redirect the funding streams for capacity development to the local interest and initiatives, and to	<ul style="list-style-type: none"> • Increased of fund (in %) for CD spent at the local level • Increased % of funds granted to hire local providers • Proportion of funds earmarked for LCD (% of total commitment/disbursement) increased from

tap more into local resources	x to y <ul style="list-style-type: none"> • Number of solutions using more localised approach in delivery of CD services • Number of donors/actors committed to more localised funding stream for CD
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